

Statement of Work

Contract Number: EP-W-11-009/EP-W-11-010/EP-W-11-011

RFO Number 8

I. TITLE: Building Blocks Tools Finalization and EPA Regional Office Capacity Building

II. PERIOD OF PERFORMANCE:

From: Date of award

To: Phase 1: Tasks 1 through part of Task 3 (date of award through January 26, 2012)

Phase 2: Completion of Task 3 (January 27, 2012 to June 1, 2012)

III. BACKGROUND: This Statement of Work (SOW) will provide contractor support to Environmental Protection Agency (EPA) as it continues the expansion of its Building Blocks for Sustainable Communities initiative. The program, launched in March of 2011, is a critical element of the EPA Office of Sustainable Communities' (OSC) efforts to transform its technical assistance work. This effort will build on the lessons learned from the first round of Building Blocks assistance, as well as EPA's experiences working with communities through other efforts.

Beginning in 2005, EPA began to provide direct technical assistance to communities through the Smart Growth Implementation Assistance (SGIA) program. The program is premised on three core goals: 1) to help communities overcome barriers to implementing smart growth approaches, 2) to inform and educate EPA about innovative responses to cutting-edge challenges that could be replicated throughout the country, and 3) to support implementation of a catalytic project or example in a particular geographic region. This program satisfies OSC's need to tackle difficult policy issues, yet, due to the time investment required of each project, we were not able to serve as many communities as we would desire.

EPA has found through working on SGIA that many communities struggle to either identify the effective changes in their policy or regulatory frameworks, or implement changes they've already identified. Many also wrestle with how to educate local residents, decision-makers, or staff to build and sustain the political consensus needed for change. This dynamic inspired the creation of the Sustainable Communities Building Blocks Program to provide more focused tools around narrowly defined subjects.

In 2011, OSC developed eight tools through the Sustainable Communities Building Blocks Program and delivered assistance to 30 communities based on these tools. This SOW seeks to continue EPA's expanded support for communities looking to identify and implement their own

building blocks for smart growth. It will do so by expanding and refining technical assistance tools that can be quickly adapted to a particular community context, delivered in a one or two day site visit, with a brief follow up memo presenting options for next steps. EPA expects this task order will provide assistance to 20 communities, each selected by EPA Regional Office staff. While the SOW will be managed by a TO COR at headquarters, it is expected that EPA Regional staff will serve as local points of contact.

IV. PURPOSE AND OBJECTIVE: Under this SOW, EPA will provide assistance to 20 communities coordinated through EPA's regional offices by offering 4 existing Building Block Tools that need refining and finalizing.

These tools are:

- (1) Walking Audits;
- (2) Complete Streets;
- (3) Preferred Growth Areas; and
- (4) Sustainable Design and Development.

EPA will supply the Contractor with all existing materials for these tools.

The objective of tool delivery is to refine and finalize a tool in its final form in a format that can be used in wide distribution. These mature tools will be tested through site visit and feedback loops with communities and EPA staff.

For the purpose of this SOW, a tool is defined as a body of materials that could include an agenda, presentations, and/or exercises, formatted in a manner so that a group can have a facilitated discussion around a series of inputs and outputs. Ideally, a tool shall have some process or mechanism by which data or information is analyzed resulting in an output of potential next steps for policy change. A tool is not just a series of presentations, but rather an action oriented process.

EPA's 10 Regional Offices will each select 2 communities that will receive assistance on one of the 4 tools mentioned above. Once the communities are selected, the regional staff will assist the TO COR in conducting pre-site visit logistics (e.g. working with the local government to select a site visit date, discussing marketing and outreach and gathering existing data); attend the site visit, representing EPA; and reviewing the next steps memo prior to its finalization. While EPA regional staff will be involved in this work, all direction will come from the TO COR.

The purpose of delivering these tools is to (1) to stimulate a dialogue about growth and development, (2) strengthen local capacity to implement smart growth approaches, and (3) provide suggestions on how to change local policies and procedures to implement sustainable community approaches.

This SOW will focus on the following components:

- (1) Setting up a schedule for tool delivery;
- (2) Review and finalize the four aforementioned tools;
- (3) Delivering technical assistance on four tools to a total of 20 communities;

Prepare the final tool materials for Internet posting.

As a result of this task order, EPA will be able to assist a larger number of communities through the creation of the building blocks necessary to tackle complex smart growth implementation issues. The implementation of these tools can help deliver the following environmental and community outcomes:

- expanded housing and transportation choices among households, particularly those earning below area median income;
- more balanced transportation systems that support walking, biking, and public transit, as well as driving;
- reduced vehicle miles traveled, resulting in lower greenhouse gas emissions, lower commuting costs, and decreased road congestion;
- efficient use of services and infrastructures, resulting in cost savings for the public;
- increased redevelopment of brownfields, as well as other underutilized infill locations;
- improved water quality through efforts that reduce stormwater runoff into existing waterways;
- reduced cost and energy intensity of stormwater management systems through increased use of green stormwater practices;
- more healthy and safe pedestrian walkways and streetscapes through use of street trees, swales, and other green infrastructure components; and
- reduced energy and water consumption and lower household energy/utility costs through use of green building construction techniques and materials.

Finally, this work also helps support the Partnership for Sustainable Communities, a partnership among EPA, U. S. Department of Housing and Urban Development (HUD), and U. S. Department of Transportation (DOT). The Partnership seeks to align federal resources to support implementation of more sustainable, smart growth approaches to development challenges. Six livability principles have been developed to describe the types of communities which the Partnership seeks to support.¹ EPA will work with our federal partners in HUD and DOT to implement our ongoing programs, including this new round of Building Blocks technical assistance. In so doing, we expect to respond to the needs of many communities that are facing very similar issues around their implementation of smart growth approaches.

V. QUALITY ASSURANCE (QA) REQUIREMENTS

Check ☐ Yes if the following is required or ☒ NO if the following is not required. The Contractor shall submit with their technical proposal a written Quality Assurance Project Plan

¹ Read more about the Partnership and the six Livability Principles at <http://www.epa.gov/smartgrowth/partnership/index.html>

for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models.

VI. TASKS AND DELIVERABLES:

The Task Order Contracting Officer Representative (TO COR) shall review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall incorporate the TO COR's comments 14 days after receipt of comments. Final deliverable shall be in MS Word format.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

From time to time, as new information develops, the contractor shall organize Guidance Calls with various experts for the purposes of scoping issues, confirming topics of research and methodological approaches, and making sure tasks and the overall project are on track and focusing on relevant topics and issues. Technical direction, when appropriate, will be provided by the TO COR.

Task One –Project Management and Scheduling

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

For project management, the contractor shall organize and facilitate conference calls with team members as necessary, but at a minimum to include:

- At least two 2-hour calls with the full team to discuss the objectives of the program and to discuss tool development and delivery;
- A weekly call with the TO COR to review project progress; and
- Two 2-hour calls with the full team near the end of the project to discuss project accomplishments and results.

The contractor shall prepare a tentative schedule for implementation of 20 community-based technical assistance site visits. The schedule shall include at a minimum the following steps:

- The aforementioned team calls and weekly coordination calls;
- One site visit per community, spanning one or one-and-a-half days depending on the site. No more than one site visit per tool to be scheduled per week. Any individual tool shall also be delivered with at least one week gap between each site visit to allow for modifications to the tool delivery process. Sites visits will not occur until EPA approves the tool materials;
- Bi-weekly calls with EPA, the contractor point of contact and/or the community to prepare for the site visit, beginning no less than three months prior, and weekly calls in preparation,

- beginning no less than six weeks prior;
- Draft materials/delivery approach for each of the site visits;
- Delivery of overall lessons learned memo; and
- Delivery of completed tools.

The Contractor shall devise a schedule for completing all assistance to 20 communities no later than six (6) months after award. The initial project schedule shall be developed within 14 days of executing the task order. The schedule will be updated throughout the project as site visits are scheduled and reports are submitted.

Task Two – Review and Finalize Tools Workshop Materials
(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The Contractor shall work with the TO COR to review the existing tool materials designed for delivery in a one and a half day site visit format. EPA will provide the Contractor with the tools in their existing format. The Contractor shall become familiar with these tools. Each tool shall have the following format:

- an agenda for the on-site workshop;
- an exercise/audit/or self-evaluation that a community can conduct prior to the site visit;
- an introductory or overview presentation;
- an interactive activity to review the exercise and/or a process for analyzing the information collected;
- a presentation connecting the activity to best practices and implementation; and
- a concluding presentation.

Finalized tools may include an interactive charrette-style workshop, a series of meetings with targeted staff and/or leaders, a combination of the two, or some other approach (each document may be best-suited to a different approach). Materials shall be produced to address urban, suburban and rural communities. The TO COR will supply a template for PowerPoint presentations; however, all tool delivery materials shall include some aspect of local data or information analysis.

The contractor shall review workshop materials and finalize them via track changes or comments on the files to EPA no later than 28 days prior to the first scheduled workshop for each of the four tools. Finalized workshop materials shall be provided to EPA no less than 14 days prior to the workshops. EPA will respond and provide comments within 7 days of receipt. Final draft materials shall be provided to EPA no less than 7 days prior to the first scheduled workshop. Finalized tools shall contain each of the following components:

- Annotated agenda for each tool;
- Requirements, if any, for a person to deliver the tool;

- Final versions of any Power Points and other tool materials, such as community “homework” sheets;
- Speaker notes to facilitate delivery of a base presentation by someone with a basic familiarity with sustainable communities and smart growth concepts; and
- Podcasts, if possible.

While EPA anticipates that these tools will be review and finalized prior to the site visits, it is feasible that some minor revisions or changes might occur after the site visits if there is significant feedback from community members that something needs to change.

Task Three – Implement Site Visit/Workshop for All Communities

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The contractor shall identify qualified experts to work with each community around their chosen tool. As stated in task one, the primary delivery mechanism will be a site visit that stretches over a day and a half period. While most community site visits will take place over a day and a half time period (some may be feasible to complete in one day), the contractor shall include in the workplan budget a full two day commitment to account for travel and any scheduling issues. The site visits will be structured around a quick community reconnaissance tour and subsequent workshop sessions with key stakeholders. The brief reconnaissance tour will be primarily aimed at identifying local examples relevant to the tool and taking pictures that can be integrated into the workshop presentations.

The tools shall be set up to require only a minimal amount of prep time to customize their application in each community. The contractor shall plan to spend no more than 10 to 15 hours of prep time for each community. The TO COR will coordinate with the Contractor and EPA regional staff to schedule site visits.

The Contractor shall at a minimum, participate in at least two conference calls with each community to ensure that EPA and the Contractor have the appropriate information for implementing the technical assistance, logistics, and gathering some baseline data.

The materials shall be designed to produce insights for the community about the best path forward by using case studies, illustrative examples, checklists, scorecards or other worksheet-based exercises, or simple data analysis. This may be best achieved by focusing on a particular site, proposed development, regulation, or building. In any case, the workshop shall clearly illustrate the core concepts of the tool, applied to a local context, and provide a clear roadmap for how to move the concept forward in the community. The Contractor shall facilitate the day-long workshop, including making presentations and/or leading group work where appropriate when available. EPA regional staff will attend each site visit and provide some overview information about the Building Blocks program. They will engage to assist the Contractor where

appropriate, but the Contractor shall not expect the EPA regional staff to present materials. They are attending to help learn the process and understand the tools.

The Contractor shall implement the site visit in a format corresponding to the materials developed in Task Two. The Contractor shall also offer the recipient community guidance on an appropriate list of invited participants: whether the on-site visit is oriented primarily to local government staff, elected officials, citizenry, or some combination thereof, and how.

For budgeting purposes, 10 of the site visits shall require 2 staff from the Contractor team to deliver the assistance. The other 10 site visits shall be staffed by one member of the Contractor team.

EPA Regional office staff, through management of the TO COR, will be a point of contact for organizing the logistics associated with workshop. The Contractor shall participate in monthly and weekly calls with TO COR or the selected community prior to the workshop (see schedule proposed under Task One), and shall develop relevant community background materials to ensure that the workshop is applicable to local conditions.

Within 7 days of the workshop delivery, the Contractor shall provide EPA with a final set of workshop materials to be used during the site visit, as well as a draft version of the summary of the workshop lessons learned (as facilitated and informed by the Contractor) not to exceed five pages. EPA will respond with comments within 7 days, after which time the Contractor shall deliver a final set of summary concepts to EPA within 7 days.

The Contractor shall, upon completion of each community-based workshop, develop a brief "next steps" memo to EPA (no more than five pages in length) that details possible next steps that the community could take to implement ideas discussed during the site visit, including but not limited to policy or code changes the community might consider making. EPA will provide a template for the memo. The Contractor shall provide the memo to EPA within 7 days after the conclusion of the workshop. EPA will respond with comments within 7 days, after which time the Contractor shall deliver a final draft to EPA within one week.

In summary, site visits shall include the following steps:

- Prepare for site visit
- Finalize site visit materials
- Deliver materials at the site visit
- Prepare brief (no more than 5 page) next steps memo for the community

VII. SCHEDULE FOR DELIVERABLES:

The contractor shall provide the following specific deliverables to the EPA TO COR:

<u>TASK</u>	<u>DELIVERABLE</u>	<u>FORM AND QUANTITY</u>	<u>DATE DUE</u>
1	Schedule for Implementation	Excel Spreadsheet, updated regularly	Within 14 days of executing task order.
2	Review and Finalize Tools Workshop Materials	Polished exercises, notes for presentation materials, written instructions for presenters and podcasts	Concept within 28 days prior to first site visit per tool, draft materials within 14 days prior to first site visit per tool, final 1 week prior to first site visit per tool.
3	Implement Site Visit/Workshops	Site visit; next steps memos	Draft of next steps memo within 7 days of each site visit, final within 7 days receiving EPA's comments.

VIII. MISCELLANEOUS

Software Application files, delivered to the Government, shall conform to the requirements relating to accessibility as detailed to the 1998 amendments to the Rehabilitation Act, particularly, but not limited to, § 1194.21 Software applications and operating systems and § 1194.22 Web-based intranet and internet information and applications. See: <http://www.section508.gov/>

Preferred text format: MS Word, Office 2007, single-spacing, 12 point font.

Documents shall adhere to the EPA/Office of Sustainable Communities Style Guide, located in attachments

Preferred presentation format: Power Point, Office 2007

Preferred portable format: Adobe Acrobat